Thursday, 1/19

Dear Axlison -

Got your note. Let me set down what I see as the problem, what should be done about it, and what's the best way of handling things if what should be done isn't being or can't be done.

My view of the matter is this: you work for an organization called the Intl. Hotel Tenants Assn. The question of how you relate to that group and its leaders, in terms of salary, expenses, time, commitment, expectations, the way everyone treats each other all are matters that properly belong between you and IHTA. I do various things for IHTA too, although on a less formalized, less regular basis. We've been having these regular Sunday meetings, as you know. At last Sunday's I brought in a memorandum regarding possible consultants for the NTHP grant, as I was asked to do. The group decided to adopt it, to send a letter of inquiry to potential consultants I had identified, and that IHTA would be responsible for this, in conjunction with CCBH and CNIRC. Robby, who chaired the meeting, accepted that responsibility, in his capacity as IHTA vice-chairman. It was also decided that a letter would be sent to various community groups whose names hadbeen thrown out at the meeting, formally asking them to next Sunday's larger meeting, and that this would be IHTA's responsibility. Robby indicated he would take care ofthis, too, although no specific mechanisms and time tables were laid out. On the way out of the meeting, I told Robby I'd be glad to draft both letters; that was all. I didn't take on any furtherresponsibility, nor should I be expected to, unless specifically asked. It was clear to Robby (or should have been) that soemthing would have to be done with these drafts when he received them, which he did (presumably on Tues., as I mailedthem to him Monday afternoon.) The letter to community groups was entirely his to deal with after he got the draft. While I put down the names of the groups I had heard mentioned, I had no idea the addresses forthem. It seemed to me that as IHTA acting chairman, Robby should have taken responsibility either at the meeting or afterwards for making sure IHTA had all the addresses. On the inquiry letter to consultants, I told Robby I would contact CCBH and CNIRC if he wanted, to get their approval (which I did yesterday.) I also, in mynote to him, indicated how I thought the typing process should be done, when, etc.

That, as I see it, was what I agreed to do and did. Knowing that IHTA had a responsibility to get out these letter, and that you probably would be the one who had to carry that out, it probably would have been best if Robby had told you this (since you were not at Sunday's meeting to know it directly) as soon as possible, either by note or phone call to you, so you could arrange your time, arrange to have others do the work if you were tied up, etc. (As a matter of fact, in my note to him, I said "We should coordinate... who gets the letter out. Probably IHTA should take responsibility for typing and mailng the letter out to consultants." I wrote this, in light of your last letter, to suggest he take that responsibility in proper time for it to be done." I don't know when or what or how he communicated to you what needed tobe done. But my point is that it is up to him, Emil, IHTA to relate properly to you about IHTA work that needs to be done; all I am doing is passing on to the IHTA chairman materials in draft form and instructions about how it all should be carried out.I could do this directly to you (and that's whatI meant above about having fallback procedures, if all else fails). But I think if IHTA and its officers are to be acting in a responsibile manner to the people they work with, and to the obligations they take on, the problems you raise have to be confronted directly, between you and them. Which is what I suggest you do. Whatyou need is clear understanding with IHTA about communication and notice ofwork to be done, some backup if things pile up. I don't feel I'm bhe one being inconsiderate of you or your time or energy.

Chester

January 17, 1978

Dear Chester,

I received a call from Robbie tonight (it is now 10:30), asking me to type some letter that you had sent to him, which is to be sent to community groups for a meeting on Sunday. It must be typed, xeroxed, addressed, stamped, and mailed tomorrow. I would like to remind you of the memo I sent last week and to make some further observations on this situation.

It should be fairly clear to you that the responsibility for Cleto's funeral is, until his son arrives, primarily mine. This is a difficult task and is taking most of my Hotel time this week. Secondly there is no time to put this letter off--it's really got to be out tomorrow in order to be worth the trouble. There is very little likelihood of me getting much help at this point and, since every expenditure has to go before the IHTA at this point, no money for such a mailing.

I think that it is grossly unfair of you to do this to me--especially in light of last week's memo--and while I will put out the time and money to do this, I am very unhappy about this situation and would request that you be more considerate of my time and energy in future.

Your faithful and obedient person

Alison